

## Module 3

# Inspector-Plant Mgt. Relations

### OBJECTIVES

After a student completes this module he/she will be able to:

1. Identify who benefits from a GOOD Inspector-Plant Management Relations Program.
2. List at least two requirements that will serve as building blocks for GOOD Inspector-Plant Management Relations.
3. List the three key people that should have the same interpretation of standards.
4. State, in writing, what should be the common goal for the inspector and plant management.
5. List how plant management's approach to production differs from the inspector's approach.
6. List at least two procedures the inspector should follow when changes in the Regulations and FSIS Policies occur.
7. Identify how the inspector's business in the plant differs from the plant's business.
8. Identify the meaning of reciprocation-in-kind and how it affects both the inspector and plant personnel.
9. Identify the inspector's responsibility to see that Regulations and Policies are no secret to plant management.
10. List at least two things that should be done when planning with management.
11. Select any true statements for immediate correction pertaining to the following:
  - a. Tagging an out-of-compliance situation.
  - b. Informing the responsible management person.
  - c. Removing the tag when the situation is corrected.
  - d. Complimenting management, as appropriate, when compliance is accomplished.
12. State the procedure to follow when dealing with plant management.
13. Given a list of statements, select the correct answer pertaining to the following:

- a. Make requests or demands.
- b. Is respect earned or bought?
- c. Is your badge a symbol of authority or something to be flaunted?
- d. Judge the plant on its merit or your preconceived ideas.
- e. In your regulatory decisions be consistent or wishy-washy.

14. Write the four-part Personal Attitude Formula.

## Module 3

# Inspector-Plant Mgt. Relations

### INTRODUCTION

As a food inspector, you have a unique position in that your job is the only inspection job in the entire Federal Government that is directly backed by one or both of two laws. They are the Wholesome Meat Act of 1967 and the Wholesome Poultry Products Act of 1968. Through these, you have direct and immediate legal authority to take action. Whether or not you have good inspector-plant management relations is going to depend to a very great extent on how you exercise this authority.

Have you thought of what the word "inspection" means? It means control. It means your job. Collectively you and all of our other inspectors are not just inspecting something. You are to a great degree controlling an entire industry. Through you, this industry has little choice but to abide by these laws. Fortunately, these laws are not only for the benefit of the consumer. They are also for the benefit of the meat and poultry industries. However, not every plant manager believes this. So you might find conflicting interests between the plant and you.

Like the work of most other people, your work is on someone else's property. But the difference between you and most other people is that others produce product for those who own the property, while you control many of the activities on that property. That's a world of difference. Sometimes you're referred to as the uninvited guest. Yes, your job is different.

You should also realize that, as a federal employee, under the Federal Code of Ethics, your job "is a public trust." The public includes the people who own that plant in which you are working, as well as the consumer.

The question is, what kind? Bad or good? Experience has demonstrated that it is to everyone's benefit for each inspector to take the initiative to develop good inspector-plant management relations wherever possible.

Such a relationship will help you immeasurably to do a better job and enjoy your work while doing it.

In the above introduction you discovered some of the basic requirements of your job. How you are able to use the technical knowledge that you now have, or will learn, will depend a lot on your ability to deal with people. Your ability to deal with people will depend on what kind of relations you will develop. You will always have some kind of relations with

people-good or bad-but it's good relations that help get your job done effectively. The purpose of this module is to give you some pointers for developing good relations with the people your activities and attitudes are going to influence.

Incidentally, all the following ideas have been proven by our inspectors in hundreds of plants throughout the nation over a period of many, many years. Therefore, we don't hesitate to present them to you as workable ideas. We urge you to make them a continuing part of your job.

Do you have to wait until you know your job to start developing good inspector-plant management relations? Absolutely not. In this module you're going to be introduced to the principles for developing such relations.

Get them firmly in mind. Think them through. Then plan before you get into the plant how you might put some of them into action, the very first day.

Who is plant management? It is anyone (and everyone) from the president or owner down to the lowest level of foreman or sub-foreman. You will need to learn quickly what level or levels of plant management you will be dealing with only or mostly. To know this is important.

It is impossible to work in the plant without having some kind of management relations. You see, we're dealing with basic human behavior-working effectively with people. Those people are normally you, your supervisor, and plant management. Your job is more than knowing regulations and policies. How you apply these is the key to the quality of job you do. And the quality of the job you do is going to depend greatly on the type of relationships you develop in the plant. You're not going to be working for or against plant management. You're going to be working with plant management. Your ability to do this helps get your job of inspection done more effectively.

The guides for developing good inspector-plant management relations will be used by both you and the veterinary medical officer at your particular level as you deal with plant management. Generally speaking, the food inspector will deal with the plant foreman or sub-foreman while the inspector in charge may well deal with higher levels of plant management.

We will now look at some pointers that should help you build a foundation for developing a good inspector-plant management program.

### **Quickly Learn Your Job**

Perhaps the most basic one is: Quickly learn your job at your particular location. This one may be so obvious that it is overlooked, but without it your foundation for building good inspector-plant management relations is weakened. You'll be able to learn your job more quickly if you realize from the beginning that no two plants are exactly the same. Since you

are a control person, if you do not know and apply proper control procedures, then the plant is in control, not you. This may not always be bad, but you need to know whether or not it is. The only way to know is to know your job.

### **Knowing What the Plant Produces**

Knowing your job is not only knowing the rules and procedures of inspection. It is also knowing what the plant produces and how it produces it. What and how the plant produces is what you're going to apply the rules and procedures of inspection to. So, it's knowing inspection rules and procedures and where and how to apply them.

But you're not going to be able to learn your job overnight. It will take time. So while you're learning it, being human, you will probably make some mistakes. Learn to make your mistakes learning situations. Do you know anyone who has never make a mistake? I doubt it. Yet most of us have learned not to admit our mistakes. Why should it be a crime to admit an honest mistake? All humans make them. So, if necessary or advisable, admit your honest mistakes. Then by talking, asking, reading, or looking, learn how not to make that mistake again. Yes, make each mistake a learning situation. This way you'll learn your job quicker and better.

### **Supervisor-Subordinate Relationship**

The basic accomplishment of your job is going to rest to a great degree upon the relationship between you and your supervisor. How much latitude he or she gives you to make decisions will dictate the kind of decisions you make when dealing with management. In other words, you may find that most decisions with plant management are made for you by your supervisor. On the other hand, he or she may expect you to make most of the decisions at your particular level of operations.

Going one step further, your supervisor may not plan at all with you how he or she expects you to work with plant management. No matter in which of these three situations you may find yourself with your supervisor, you find out as soon as you can how your supervisor controls your work situation.

Just why is this so important? Simply because you'll be faced with having to make a decision. You'll have to do something with the decision. You should find it to your advantage, the plant's advantage, even your supervisor's advantage, to know what he or she expects from you. Remember, our subject is good inspector-plant management relations. And there's nothing the matter with making it work for your benefit. When it does, it usually works for everyone's benefit.

### **Work Standards**

And now the formal guides for working standards you will go by as you carry out your duties as an inspector in the plant. They are the regulations as interpreted through the manual, directives, and other information issued from Washington headquarters, from your district office, and through your supervisor.

**Work Standards Interpreted**

There is one most important thing to keep in mind about these working standards. It is not enough for you to know them. You, your supervisor, and plant management must interpret them in the same way, as we shall see in just a moment.

The first step in developing this sameness is for you and your supervisor to come to a common understanding of his or her interpretation of the standards that you, the inspector, will apply. Incidentally, you may have to take the initiative to get this common understanding, but usually it's worth it. It's to the advantage of all of you with the emphasis on you. You're the one on the firing line.

The second step in this sameness of interpretation of working standards-and it grows out of the first step-is that plant management also needs to have the same interpretation that you and your supervisor agreed upon. The interpretation of standards has much to do with how the plant produces its products. You see, you do influence the operation of the plant, so you have some obligation for developing a common understanding. And this should definitely lead to a good inspector-plant management relations program.

A common interpretation of standards by these three parties forms the foundation for your activities and decisions with plant management. When the interpretation is basically the same, then you, your supervisor, and management are all going in the same direction.

Let's look at a couple of the many situations that must be interpreted. In these examples you'll readily see why it is at times so difficult to come to a common understanding. But let me remind you again that since there are no printed specific national standards for the type of situations you're going to see, it is absolutely necessary for the three parties to come to a common understanding.

One example is found in the regulations 311.31(B)(1) which states "when any or all of the conditions are slight in the organ the whole organ shall be passed for human food without restrictions." What does slight mean? Does it mean one spot, six spots, ten spots, how many spots? Until you know you don't know whether to pass or condemn the liver. Unless management knows, it can challenge you if you should condemn the liver. Another is found in the regulations 308.8(B), which states, "The walls, ceilings, and overhead structures of rooms and compartments in which product is prepared, handled, or stored shall be kept reasonably free from moisture to prevent dripping and contamination of the product." What does reasonably free mean? Does it mean that you must feel the moisture to know it is there? Or does it mean that drops of condensation have formed but the condensation is not yet dripping? You see, it's really impossible to spell this out specifically. Condensation depends on a number of things at a particular time and place: outside or inside temperature, the inside or outside humidity, etc. The fact remains that three parties have to have a common understanding of the amount of permitted condensation for you to make a decision.

**No Secrets**

One further comment about plant management and regulations; the basis of much of the plant's operations is regulations and the other information just mentioned. These are the standards we've been discussing. None of these are secret. The plant should be as acquainted with them as you are. It is your responsibility-and the basis of building good inspector-plant management relations-to be sure that plant management knows. Any time you find the plant not producing a product in compliance with the standards, this should alert you to make sure that management does know the standards. Then it's your responsibility to enforce.

**Business-Like Relationship**

Are you beginning to see that we're starting to describe a relationship that is businesslike, not one that is too often pictured as the big, bad inspector on one hand and crooked management on the other. Keep in mind your interest is not in how management runs its business. Your interest is management producing a product in compliance with inspection requirements.

**Same Common Goal, Different Approach**

Building a good inspector-plant management program will be easier if you keep in mind that both you and management have the same common goal, but a different approach to that goal. The common goal of both you and the plant is that a wholesome product is produced. Your approach to this goal is from a compliance standpoint while management's approach is from a business/profit angle. Be sure that management knows that you are very aware of these two approaches and that you are not there to put them out of business.

**Stick with Business At Hand**

And you're going to stick with the business at hand, which is compliance, not for example, discussing your personal affairs, some plant employee's personal affairs, nor the plant's business affairs except as they would relate to compliance. In other words, keep your relations with the plant on an impersonal basis. If you develop a personal relationship with plant employees, you're treading on dangerous ground.

**Secret Product Formulas**

The meat and poultry industry is a highly competitive one. It's not out of the ordinary for a plant to have its own secret product formulas and secret ways of producing its product. As an inspector, you will automatically learn many of these secrets. Under no circumstances should you reveal or discuss them. In fact, you should not discuss any of the plant's operations, secret or not, with anyone outside the plant.

**Reciprocation-in-Kind**

Reciprocation-in-kind means treating the other person as you have been treated. It's a very natural human behavior. For instance, it should be easier to reciprocate-in-kind if the

plant personnel have treated you nicely and kindly, if they have been business-like, if the situation has been positive. But it's another story if you've been treated badly, if the situation is a negative one.

If you've had a bad, negative, run-in with the plant does this give you the right to treat them the same way-to reciprocate-in-kind? The answer is "no." Remember, you read in the introduction that you're a government employee and that your job is a public trust. You don't have the right to reciprocate-in-kind when that means being mean, dirty, or getting back at management for something they should not have done. Your job is to be business-like under almost any circumstance.

### **Assault**

There is one situation where the actions you might take should not be considered reciprocation-in-kind. That's because your motive is entirely different. That situation is when your own physical protection is involved. Under the wholesome meat act and the wholesome poultry products act you have the right to protect yourself from physical assault when you are working in your line of duty. This is outlined in both of the acts as well as in the meat regulations 305.5(B) and in the poultry regulations 381.29(D).

### **Your Personality**

Being business-like does not mean changing your personality. Neither does it necessarily mean acting or speaking in a formal manner, although it might. It does not mean always having a smile in your voice or on your face, although it might. You'll have to be the judge of this. But in being the judge, you should keep these types of things in mind because they are ingredients in being business-like.

I suggest you become thoroughly acquainted with this with the hope, of course, you'll never have to put it to use. I'm sure you can see that with a good inspector-plant management

relations program that reciprocation-in kind by you will much more likely be from the positive standpoint and not from the negative or mean, dirty, or getting-back-at standpoint. The latter can get you into trouble, and getting into trouble is not your job. Please give serious thought to this.

### **You are Different**

Remember, when you go into a plant, you are a new, a different person from any other inspector who has ever been there. Therefore, you'll operate in your own particular way, under the same rules, but still in your way. After you get your feet down, and don't wait too long to do this, have a meeting with whatever level of plant management you'll be working with and explain how you plan to carry out compliance. And in this meeting you'll learn a lot about management that you wouldn't in any other way-two-way communication, you know, an excellent building block for good inspector-plant management relations.

Normally these will be the steps you'll take in an immediate situation: (1) tag an out-of



compliance situation; (2) immediately tell the responsible management person, probably the foreman, what the problem is and what you have done; (3) keep on top of the situation so that you can remove the tag when correction is made; and (4) when management responds satisfactorily, compliment them as appropriate. Remember, you're in the process of developing and maintaining good inspector-plant management relations. Positive reinforcement strongly tends to get desired performance repeated.

### **Short- and Long-Range**

Short-range and long-range situations are those that need correcting or that need to be developed. If you initiate any of these they will, of course, be from the need-for-compliance standpoint. When the company initiates them it may be from the compliance angle, but it may also be from the point of expansion or upgrading facilities and/or equipment.

Now we have mentioned that rules and procedures pertaining to compliance are not secret—that the plant needs to know changes in regulations and policy. You need to go beyond the just knowing. You need to discuss the impact of policy change, i.e., how it will affect plant operations and, of course, you'll normally not discuss this without first having that common understanding with your supervisor.

### **Continuous Analysis**

Your area of responsibility should be under continuous analysis. The result of this analysis will normally fall into two categories: (1) things that require immediate correction, and (2) those that can be planned by correction in the future. The latter will probably fall into two groups, those of a short-range nature and those of long-range.

### **Immediate Correction Needed**

An immediate situation is one where there is no time for planning. The product is out of compliance or will be in a very short time. Action is required now. Let's see what action you will normally take.

Let's look for a moment at examples of these three situations; a crack in the wall may be a long-range situation if product is not being processed near by. However, if the plant moves its operations to this locale, the crack may become a short-range problem. Another example: a clogged drain in a remote area where product is not being stored or produced may be a short-range, even long-range. But a clogged drain in a work area may be immediate or at the most short-range. The same could be said about peeling paint. If there's product contamination, or a chance of it, this would be immediate. If the chance of contamination is minimal, then it could be either a short- or long-range situation. This is where your compliance judgement comes into play.

### **Flexibility When Possible**

I'm sure you realize that your aim in getting compliance is to dovetail your requirements and operations in with normal plant operations unless plant operations conflict with compliance. If there is a conflict, then honestly and fairly decide whether your action must

be immediate. Yes, compliance is first, but your attitude in getting it is one of the greatest factors in developing good, fair, poor, or bad inspector-management relations.

### **Updated Listing**

You need to keep a continuously updated and understandable list of both short- and long-range projects. This is to everyone's advantage.

One of the many advantages is that it's a concrete talking point with management. Another, if you and the plant don't have such a list it's easy for both to forget. Still another, when the target date is coming up for action by the plant, management may honestly-or not so honestly deny that action was ever planned. Then it becomes one party's word against another. This just isn't business-like.

So that there's no misunderstanding or forgetfulness, a copy of your list should go to your super-visor. Remember he or she is doing overall planning. Another copy should go to management and be noted in some way that your supervisor also has this list. Remember you are inspecting in a business-like manner. Sending copies to all concerned is business-like. It's excellent communication. This also promotes the team concept and does not single you out as the line inspector whose sole purpose is to put that plant out of business.

### **Setting Priorities**

This list provides the foundation for much of your planning with management. One of the results of such planning will be setting priorities, in other words, first things first. For instance, the example of the peeling paint mentioned earlier. You might have this listed as a low priority project if there is no product coming in contact with the area where the paint is peeling. However, if management says that area will be used for storing product in two weeks, the priority for correction would go up. You'd discuss this priority with management as well as telling your supervisor.

### **Setting Target Dates**

There's another very important aspect of planning with management to get something done. After priorities are set, there needs to be a target date set for completion of the project. Without a target date, things can drift on for days, months, even years. Ask management to set the dates, keeping in mind that these dates must not conflict with any compliance requirements that may be involved. If management sets the target date, the burden of accomplishment is placed upon the plant where it belongs.

### **Effect of Unforeseen Circumstances**

In long-range, or even some short-range situations, unforeseen circumstances may arise that require target dates to be changed. Let's look again at the example of peeling paint. Because of a storm, a severe leak develops in the roof of a room where product is stored. Contamination is highly probable.

You and the company had agreed upon a long range completion date for this room. Now,

because of unforeseen circumstances, the priority goes up and peeling paint may become an immediate situation.

Let's pause for a moment to be sure we're on track. The subject is developing and maintaining inspector-plant management relations, isn't it? May I quickly point out that such relations are not some special effort that is being recommended. It is not a special project, for instance. Developing and maintaining good inspector-plant management relations is nothing more than doing your job as it should be done. Okay, with that in mind let's continue examining some more ideas that will help you do your job in an outstanding and productive manner.

### **Unrealistic Demands vs. Needed Action**

When do you take action? Well, act only when action is needed. Now that sounds simple, doesn't it? But it isn't always as simple as it sounds, because we find inspectors making unrealistic demands and acting on them. This means trouble for everyone. So act only when it is needed, but when it is needed, act.

### **Don't Short Circuit Management's Chain of Command**

When taking action there are some basic rules that can be followed most of the time. One is, seldom short-circuit management's chain of command. Quickly learn who in management has first responsibility in the area in which you are working. Deal with that person unless upper management specifically instructs otherwise. If this should happen, determine with management on the spot who is management's responsible person. Management must realize that when you have to have action you must get it. Again, business-like.

Seldom introduce a request below the level of foreman or sub foreman. That, of course, will be management's person in charge of your area. Under no circumstances deal with non-supervisory plant employees unless you know specifically that management has delegated to them responsibility and authority to act.

### **Common Courtesy**

There may be times when you have to make requests that you know the foreman does not have the authority to act upon, but will affect him or her when it is acted upon. You will probably do well to bring the foreman into the picture at the beginning.

This is just common courtesy. It does mean you must take care of your own business and part of this business is having to work cooperatively with that foreman every day. If necessary, explain this to management.

### **Authority**

The word "authority" has been used several times. Let's take a closer look at its meaning as it relates to your job, because how you use your authority will have much to do with whether or not you develop a good inspector-plant management relations program.

You'll recall you have the authority by law to take immediate action if necessary, but again, how you use that authority will dictate to a great degree the quality of results.

Authority is usually expressed in two ways: by the words you speak and how you speak them-that is, not only the actual words you say, but also your tone of voice, your facial expressions, your gestures and other body language you use.

There is another medium that is too often used to express authority and that is the inspector's badge. Consciously or unconsciously it is a visible symbol of authority.

The person who wears a badge is automatically a policeman. Very few people ever look upon the policeman as a protector. The policeman is an arrester, a punisher, so when you wear a badge please don't flaunt its symbol of authority. Wear it as an identification.

### **People Resent Authority**

What has been said about the use of authority is based upon a very basic law of human nature. It is this: most people resent authority. That is why we recommend developing good inspector-plant management relations, because if you can develop good rapport with the plant, you are not in an authority contest. Resentment is at a minimum. Operations with the plant are on a more business-like basis.

### **Demand or Request**

How can resentment be kept at a minimum? When you are planning with management, do you demand or request? A demand is usually an expression of authority.

So why not request instead of demand? Keep in mind you have the authority, but how are you going to exercise it-by demanding or requesting? Because of the type of job you have-a control job-management who is being controlled, and whose members are human, may be very prone to interpret even a request as a demand.

Let's picture in our minds how we might minimize resentment. Let's make an analogy between a policeman on his beat and you in your job. The bottom line of authority with the policeman is his gun. But instead of carrying it in his hand where everyone can be intimidated by it, he keeps it in its holster, hoping never to have to use it. Only when the real need arises does he use it.

The bottom line with your use of authority is whether management interprets your relations with them as requests or demands. Practice the request route through your words and actions, and in the majority of cases you can get done what has to be done while you keep your authority in your hip pocket, available if needed, but hoping never having to reach for it. Let the rapport built through the program of good inspector-plant management relations get the job done.

### **Resentment vs. Respect**

The opposite of resentment is respect, the kind of respect you build by exercising your

authority in the ways we've been discussing. Respect is the foundation for getting desired results through the proper use of authority.

How do you get respect: A multitude of people honestly believe that you get respect by demanding it. Let me picture this for you: A person has authority. That person, through actions or words, asserts that authority. People whom he or she controls through that authority react by obeying-usually for their own survival. The person says, "See how those people respect me." Wrong! Seldom is that respect. It's more often dislike, even hate. So, how do you get respect.

Respect is earned. Demanding it will not get it. Oh, you'll get something, but it won't be respect. Respect cannot be bought. One does not buy respect by being the nice guy, or the dirty so-and-so, or flaunting that badge, or by acting the big shot. Even being the big shot will not get you respect. The most it will get you is forced obedience.

### **Results-But**

Just a bit of review at this point. What you want in your job is results from your efforts. You want results called for by the meat and/or poultry laws under which you work. Sometimes these results may be hard to get when plant management may not be nice to you. They might be crafty or underhanded. As a result, you may be tempted to reciprocate in kind. Remember that? I remind you again, please don't try this. You may win some of the battles, but you're not likely to win the war.

### **Plan to Like Others**

Plan to like and understand others. Also plan for others to like and understand you. Your taking the initiative this way so often makes the difference whether you get the results you want or whether you don't. Remember the results you get are going to depend so much on your ability to work through people. Getting effective sustained compliance-and that is your job-is based on strong mutual respect and confidence between inspector and management.

### **Proper Communication**

Mutual respect and confidence is based on effective communication. Let's compare good and bad communication from four standpoints. First, do you act upon what you know are facts or do you jump at something that is rumored?

There may be nothing the matter with investigating rumor, but it's usually best not to act until you're sure you're acting on facts. Next, is your communication usually planned or do you mostly just wait until things happen and hope they turn out all right? When you communicate do you really have something to communicate or is your communication somewhat haphazard? And last, when you communicate information are you specific and direct it to the people who are directly involved or do you use the shotgun approach, that is, tell everyone what to do when the responsibility for doing it rests with just one or two people?

**Personal Attitude Formula**

And now let us approach the end of this module by analyzing and learning a four-word personal attitude formula which brings together most of the things discussed in this module. The formula is F, F, F, C which represents the four words: Friendly, Fair, Firm, and Courteous. And, incidentally, it builds good inspector-plant management relations better than anything organization has tried. Of course, only when learned and practiced!

There's one very important requirement needed to make this formula work. You must practice all four ingredients all the time, though not necessarily all to the same degree at any one particular time. But don't leave any of them out anytime. It's like baking a cake. Leave the baking powder or soda out and you'll have a sorry looking and tasting cake. You see, each ingredient compliments the other. Let's now examine each one separately and then together.

**Friendly**

Being friendly is not just how one acts. It is much more of an inward feeling towards others. The key word that describes this inward feeling is sincerity. It is impossible for one to be insincerely friendly. Yes, that's right. Perhaps you've never thought of it from that standpoint before. Please take time to do it now.

**Courteous**

Let's now look at the last ingredient in this formula, which is "courteous" because it has so many of the characteristics of "friendly." Many people think there is no difference between these two attitudes, but there is. One can act courteously without being sincere. Analyze this. One can hate someone's guts and still act courteously, but you can't sincerely feel friendly towards someone and still hate his guts. Do you now see the difference between friendly and courteous?

**Fair/Firm**

Again, there is no question about it, you have authority, and it's yours to use. If, in your judgment, action is necessary, act, and be firm and resolute in your action. If you're not firm and resolute when it is necessary to act, or when you act with firmness and severity when it is not necessary to act that way, then you are not being fair. And when you are not fair, it's going to be most difficult to be friendly and courteous. You see, these four characteristics go together. Each is dependent upon the other. Practice them this way.

**Where are Your Strengths and Weaknesses?**

It is strongly suggested that you stop as long as necessary and analyze this formula because it's one of the main keys to doing your job effectively. In analyzing it, also analyze where you think your own personal weaknesses and strengths are as they relate to these four attitudes.

Let me throw out some ideas to help you analyze your strengths and weaknesses from the

standpoint of the four attitudes in this formula. We will look at each one separately, starting with firmness.

### **Firm**

Many inspectors find it easy to not just be firm but to be harder than firm, to use their authority like they might eat their dessert. They relish it. Others don't have the intestinal fortitude to be firm when firmness is needed. It's easier to let things slip by than to be firm and to have the plant come into compliance. How do you think you'll be able to handle firmness?

Fair and firm go hand-in-hand. It's easier to be consistently firm when you are consistently fair. In being consistently fair you are not going to treat one person differently from another person. Remember we said not to become personal or buddy-buddy with anyone in the plant. When you don't it's not nearly as hard to be fair to everyone under the many various circumstances you'll find in the plant. When you practice being more or less fair to a particular person or persons, you're asking for trouble. This is where friendliness is a great help.

### **Fair**

Fairness is basically treating everyone just about the same under similar circumstances while not taking advantage of the person. Remember fairness and firmness go hand-in-hand, but they are different. If management puts pressure on you are you going to be less firm or more firm? Either way it will probably end up being less fair in order to compensate for the pressure you have to handle. Is your sense of fairness going to be strong or weak?

### **Courteous**

Some people have never developed the art of courtesy. They find it hard to say "Thank You" and even harder to smile when they do say it. Remember courtesy doesn't have to be sincere-although it might be. It may be only an act. But an act of courtesy is usually much better than no courtesy at all. Is courtesy a strength or weakness with you?

### **Friendly**

And that friendly feeling-coming from within you. If it isn't sincere then it's not friendly. Friendliness is the hardest of these four attitudes to find in the packinghouse situation, because so often the pressure is there. Yet without it, it is more difficult to practice the other three attitudes.

That's why it's No. 1 in the formula. What is your degree of friendliness, especially when things are going wrong? Think seriously about it, because it can well be your best friend.

Again, stop and analyze these four attitudes as you see them in yourself. They're going to make up a lot of your personality on the job, so in this analysis, be honest with yourself. This is no time for kidding yourself or passing this off lightly. Which of them are strong? Which ones do you need to develop more than others? Remember, your ability to practice

them when needed is going to dictate to a very great degree how successful you're going to be in your job. Good inspector-plant management relations is what we've been talking about.

## **Module 3**

### **Inspector-Plant Mgt. Relations**

#### **SUPPLEMENT**

1. Who benefits from a GOOD Inspector-Plant Management Relations program? Check the correct answer or answers.



\_\_\_\_\_ Only you, the inspector.

\_\_\_\_\_ Only the plant.

\_\_\_\_\_ Only the Inspection Program.

\_\_\_\_\_ Only your supervisor.

\_\_\_\_\_ All of these.

2. Check the one statement that is *not* a building block for a GOOD Inspector-Plant Management Relations Program.

\_\_\_\_\_ Quickly learn your job.

\_\_\_\_\_ Quickly become acquainted with your plant management.

\_\_\_\_\_ Know what and how the plant produces its product(s).

\_\_\_\_\_ Flaunt your authority as soon and as often as possible.

\_\_\_\_\_ Have a common interpretation of standards.

3. List the three key people who should have the same interpretation of standards.

a.

b.

c.

4. The common goal for both the inspector and plant management is to:

5. One of the statements below is your approach to this common goal; the other is plant management's approach. Check the one that is *yours*.

\_\_\_\_\_ *From a profit-business standpoint* \_\_\_\_\_ *From the compliance standpoint*

6. Here are three procedures the inspector should follow when changes in the Regulations and Inspection policies occur. Check the two that are correct.

\_\_\_\_\_ Be sure plant management knows the changes.

\_\_\_\_\_ Discuss the impact of policy changes with plant management.

\_\_\_\_\_ Be sure the changes are listed in proper order.

7. Plant business, except where it pertains to compliance, is not your business. \_\_\_\_\_

\_\_\_\_\_ True

\_\_\_\_\_ False

8. Reciprocity-in-kind means treating the plant personnel like they treated you. \_\_\_\_\_

\_\_\_\_\_ True

\_\_\_\_\_ False

9. Regulations and published policies (the working standards) should not be secret to plant management.

\_\_\_\_\_ True.

\_\_\_\_\_ False.

10. When planning with management there are four things to consider for short- or long-range completion of projects. Listed below are two of them. Write the other two in the blanks beside c and d.

- a. Keep an updated listing of discrepancies and projects.
  - b. Inform your supervisor and plant management of these.
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_
11. Following are four steps you would normally take when *immediate* correction is needed. They *are not listed* in their logical order. Indicate their logical order by placing 1, 2, 3, and 4 before the proper one.
- \_\_\_\_\_ Remove the tag when the situation is corrected.
- \_\_\_\_\_ Tag an out-of-compliance situation.
- \_\_\_\_\_ Inform the responsible management person what the problem is and what you have done.
- \_\_\_\_\_ Compliment management, as appropriate, when it has responded properly.
12. State below the approach to take when dealing with plant management.
13. In each of the following statements there are two words or sets of words underlined. Just one set is correct for each statement. Draw a circle around the correct set of words.
- a. Should you usually make requests or demands?
  - b. Is respect earned or bought?
  - c. Is your badge a symbol of authority or something to be flaunted?
  - d. Should you judge the plant on its merit or your preconceived ideas?

e. Should you be consistent or wishy-washy in your regulatory decisions?

14. Below is the Personal Attitude Formula. Write in each blank the word that the letter represents.

F\_\_\_\_\_ F\_\_\_\_\_ F\_\_\_\_\_ C\_\_\_\_\_

15. Check the proper line below.

For the Personal Attitude Formula to work most effectively:

\_\_\_\_\_ All four elements must be practiced all the time to one degree or another.

\_\_\_\_\_ Practice only the elements that are needed at any particular time.